

**Article title:** How Organisational and Socio-Cultural Contexts Shape Healthcare Workers' Intrinsic, Prosocial, and Public Service Motivation in Africa: A Scoping Review

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**Supplementary file 7**

Title: okuga2015 (1).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Social culture's influence on CHW advice

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/7/2024

Excerpt Range: Page 7: 1495-1648

CHWs and health workers reported that practices were more likely to be sustained if supported culturally, regardless of what healthcare staff were promoting.

Title: okuga2015 (1).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Intrinsic motivation

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/7/2024

Excerpt Range: Page 9: 4716-4987

While CHWs noted that financial incentives were key to job performance, intrinsic motivation and job satisfaction were also driving forces. They considered appreciation from community members and the supervision they received from formal health workers as important motivators.

Title: luboga2010 (2).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Lack of resources

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/8/2024

Excerpt Range: Page 9: 835-1362

Then another thing is equipment. We are doing operations but we don't have some equipment like theatre lights. After complaining we were given a tube for operation, but even in the whole ward we don't have enough lights. And can you imagine the whole of this hospital with only two oxygen concentrators? At least every ward should be having one or two. We have only one for the pediatric ward after complaining for so long. So if you are using it on the child, and someone else needs it you either remove the child to die or you wait for the other to die.

Title: luboga2010 (2).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Importance of good working condition on job satisfaction

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/8/2024

Excerpt Range: Page 10: 1179-1885

Actually people are not looking for money when they go away (migrate), they are looking for good working environment. It is not only the money. Take an example, people are working in mission hospitals, when you want to do a surgery, things to be done are there, when you have done your good surgery then nurses will follow up the patients very well and you become satisfied that the patients have recovered, you have come to a diagnosis with the all things that are required and you treat the patients and they recover very well. And those people are there not because they are given a lot of money—the health staffs in mission hospitals are given half the pay of the nurse in public units—but they are there because the environment is good.

Title: Witter 2018.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/6/2024

Excerpt Range: Page 9: 305-541

These findings reinforce the conclusion that recruitment strategies should focus on staff with strong intrinsic motivation, especially to improve retention in hard to serve areas and over periods requiring resilience in the health system.

Title: Witter 2018.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/6/2024

Excerpt Range: Page 9: 2531-3035

Gendered expectations also emerged as a theme—both in terms of encouraging entry to “caring” professions and also in relation to staying in service in local areas. The health workforce and its roles are highly gendered in most countries, including these 13 and health workforces will continue to be feminised, especially at lower levels. Ensuring gender equity for staff and gender responsive services for users will involve fostering dialogue and action to support change within institutions, households, and at policy level.

Title: belrhiti2019 (3).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Family education and religious beliefs

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/5/2024

Excerpt Range: Page 9: 964-1735

We found that for many health workers we interviewed, PSM and religious beliefs and values are intertwined. They express their altruistic and compassionate attitude towards patients as a spiritual personal obligation. When serving patients ethically and altruistically, they expect to receive intangible and divine rewards (in Arabic *hassa-nat* or *ajre*). They also frame this as a commitment to public values such as equity and patriotism. “In Arabic terms, we do this because we need to make our salary ‘Halal.’ [Halal means compliant with Islamic rules]. ‘Thank God.’ We said this because it is very important! We must make sure that our salary is halal before God and our own conscience. There is nobody watching over us, whether we came at 8 a.m. in the morning or not”. EJM 9 doctor

Title: belrhiti2019 (3).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/5/2024

Excerpt Range: Page 7: 3534-4625

Family education Health workers with a high level of PSM explained how family education and childhood experiences contributed to their high sense of civic duty and a high orientation to civic participation. Parent modelling and education led them to serve others and to act for the common good from a non-self-interested perspective. “I do not take bribes. I have an ideal about the role of doctors in society. Their role is not limited to being a care provider at the hospital. They should get out to the community, sensitize the population during health education sessions. I feel satisfied when we organize around tables with practitioners and local representatives, when we organize medical caravans, when we circumcise children for the sake of God. I learned these principles through my parents’ education. When we were young, we were educated to help people, to help others, neighbours, friends, siblings and family members. I cannot explain these things, I do not know if it is genetics, but we learned that we do not live alone but in a society. We depend on each other, we belong to a society, we live with

Title: belrhiti2019 (3).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Family education and religious beliefs

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/5/2024

Excerpt Range: Page 8: 4058-4227

Our analysis indicates that religious beliefs may underlie public service motivation to the extent that these beliefs contribute to an altruistic and compassionate attitude

Title: belrhiti2020 (3).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Lack of resources

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/5/2024

Excerpt Range: Page 11: 438-1323

Staff said they were suffering from psychological distress due to poor working conditions, and experienced feelings of guilt because of their inability to perform their job adequately and to ease their patients' suffering. Lack of opportunities to experience positive patients outcomes reduced their public service motivation. When you do not have necessary material you are in trouble! It is not only a constraint but a source of suffering. Instead of relieving patients' distress, it is us who get stressed. (SMBA 45, doctor) Here, resources are limited compared to the teaching hospital where we were trained. Real world practices are really different. When we first were assigned to this hospital we could not change things around. This is really depressing. We have the ability to provide specialised care but we do not have the necessary resources to do it! (SMBA 42, doctor)

Title: belrhiti2020 (3).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Importance of the participation in "decision-making"

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/5/2024

Excerpt Range: Page 8: 1065-1381

Participative decision-making was perceived by staff as congruent with their professional identity and their public service values. It enhanced their self-esteem and satisfied their needs for autonomy and relatedness and increased their public service motivation. It also increased their perceived autonomy support.

Title: belrhiti2020 (3).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Lack of resources

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/5/2024

Excerpt Range: Page 11: 1324-2763

This impacted negatively on their perceived organisational support. This led to crowding out of their public service motivation and lowered their organisational commitment and their well-being. It is really depressing. I do not want to work anymore because I do not have the necessary resources. [...] I often cry when I watch newborns suffering from intra-muscular injections because nurses are not skilled to administer intravenous infusions to newborns and often use instead intramuscular injection for 10 days. I am not only frustrated, I hate entering neonatology service!!! I only grudgingly go see my patients whereas in the past I loved providing neonatology care. I cannot stand seeing newborn almost dying of hypoglycaemia 0.3 g/L because they are not adequately fed. This is due to the acute shortage of nurses (one nurse per shift) who are unable to reconcile between administering antibiotics and treating infections and baby feeding. I am not anymore motivated to cure newborns' infections but I am terribly stressed avoiding newborns to die from hypoglycaemia. If babies are left alone with the feeding bottles they may die by suffocation. How can we come motivated to work in the next morning? of course not!!! (SMBA 42, paediatrician) Shortage of material reduced their ability to properly care for patients, which reduced their PSM and contributed to a reduced sense of competency, self-efficacy and autonomy.

Title: belrhiti2020 (3).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Lack of autonomy

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/5/2024

Excerpt Range: Page 8: 1959-2254

Our analysis showed that the transactional leadership of CEO 1 did not address the basic psychological needs of the staff and specifically the need for autonomy. This not only contributed to low organisational commitment and reduced public service motivation but also to tensions with the unions.

Title: belrhiti2020 (3).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Importance of the participation in "decision-making"

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/5/2024

Excerpt Range: Page 8: 2710-3425

CEO 2 also stimulated the emergence of distributed leadership to lower levels of the organisation, which increased trust between the staff and the CEO, and reduced resistance to change. This was considered by mid-level managers as crucial in maintaining the 'public service motivation' of staff, in particular given the perceived limited decision spaces they have over their personal work. We saw that not only senior managers but also mid-level managers engaged in distributing leadership. For the latter, participating in decision-making increased their perceived leader support and satisfaction of their autonomy needs. This has enhanced their autonomous motivation (intrinsic and public service motivation).

Title: belrhiti2020 (3).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Lack of autonomy

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/5/2024

Excerpt Range: Page 7: 3438-4385

The perspective of staffLeadership styleOur analysis shows that the staff found that the transactional leadership style of CEO 1 was incongruent with their professional values and their need for autonomy. This contributed to mistrust in the management team, low organisational commitment and a high level of tension with unions.CEO 1, with whom I worked, was authoritative. This was not congruent with my values. I value participative decision making. I try to share with others, I need to be treated the same way by my superior. CEO 1 was just commanding: 'Do this, give this to this person'. I would have accepted and engaged with him if he would have involved me in participative decision making with other members of the hospital committee, if he would have used polite inquiries, like "Would it be possible to do this?", rather than giving orders without listening to team members or involving them in decision making. (EJMH 25, pharmacist)

Title: belrhiti2020 (3).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Importance of the participation in "decision-making"

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/5/2024

Excerpt Range: Page 7: 4386-4552

The participative decision-making style of CEO 2 and his consideration for individuals restored trust in the management team and reduced the tensions with the unions.

Title: Prytherch 2012.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Community appreciation

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/8/2024

Excerpt Range: Page 7: 780-980

Community appreciation was identified as being extremely encouraging and the most important source of appreciation for MNH providers by all the respondents, with the exception of those at policy level.

Title: Prytherch 2012.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Lack of resources

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/8/2024

Excerpt Range: Page 7: 2746-3133

We are expected to work without gloves when the supplies dry up. Imagine you have to take a delivery and will come in contact with blood and stool. There is a risk of infection. I ask myself will they pay me if I get a problem, and who will take care of my children? When you think of that you won't do your work as it's supposed to be done. (Public Health Nurse, female, public facility)

Title: Prytherch 2012.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Poor Working environment and condition

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/8/2024

Excerpt Range: Page 7: 3196-3499

The district people delayed in sending the car for so long that the woman died. I was with her, trying to help but I do not have the ability to perform a caesarean section. This caused me much distress and for a long time I didn't want to work anymore. (Enrolled

Nurse Midwife, female, public facility)

Title: Prytherch 2012.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Poor Working environment and condition Workloads

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/8/2024

Excerpt Range: Page 8: 3200-3433

My working conditions are very difficult and sometimes I get so tired I feel dizzy. If there were more of us then everything could be better because we would be able to work in shifts. (Enrolled Nurse Midwife, female, public facility)

Title: Prytherch 2012.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Workloads Lack of training

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/8/2024

Excerpt Range: Page 10: 3606-3969

Performance and quality of care have been shown to be undermined by a lack of staff, staff assuming multiple roles<sup>12</sup> and gap-filling with lower-level staff. The present situation is compounded by the lack of skills-based training and the particular difficulties that lower cadres face in accessing training at all, as also observed in other research in Tanzania<sup>32</sup>.

Title: ojakaa2014 (1).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Job satisfaction

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/7/2024

Excerpt Range: Page 10: 2903-4223

The findings from this study show that levels of satisfaction differ on some attributes between the three regions on the one hand, and on the other between public and private health facilities. Staff shortages, transportation, inadequate supportive supervision, and a lack of essential supplies and functional equipment are notable factors of the working environment that contribute to dissatisfaction.

Allowances (hardship, marriage, over-time), rest and recuperation are also important compensation aspects that would affect satisfaction. This study identified adequate training, job security, salary, and supervisory support as critical satisfaction factors, as others have also identified in other settings [8,19,23]. Additionally, the finding in this study that having a manageable workload was a significant contributor to job satisfaction, which is related to motivation, supports existing literature [27]. A high proportion of health workers in Turkana feel that their workload is not manageable. This could be related to greater staff shortages in Turkana, as observed in our findings. Health workers in these settings also reported taking on additional duties due to inadequate human resource capacity [28]. This presents an additional problem of workers completing tasks for which they lack skills and are not trained.

Title: ojakaa2014 (1).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Poor Working environment and condition

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/7/2024

Excerpt Range: Page 10: 4224-4869

Work environment, remuneration, compensation and retention Inadequate access to electricity, equipment and transportation was found to be most critical in Turkana, as expected. Lack of housing, inadequate payment of support staff, and poor physical state of the health facility contribute to a non-conducive working environment. More than 30% of all health workers surveyed did not feel that they had job security. The working environment in private facilities was rated higher than that in Government facilities. Inadequate working conditions, coupled with low job satisfaction and stability, are bound to demotivate health workers and impact retention

Title: songstad2011 (1).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Inequalities in allowance distribution as a demotivating factor

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/8/2024

Excerpt Range: Page 8: 0-167

irrespective of their work specialisation. The selection for seminars is biased and causes a lot of misunderstandings and demoralises the workers. (AMO, hospital, FGD)

Title: songstad2011 (1).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Promotional delays as a demotivating factor

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/8/2024

Excerpt Range: Page 7: 143-551

I am approaching retirement age, I only have four years left at work, and I will probably have a poor pension. Promotion is not handled properly, and there is no one in the district administration who cares about our promotion, and furthermore: If you follow up on promotion you will waste your time. You will run around in the offices without results. This is very discouraging and demoralising. (CO, dispensary, IDI)

Title: songstad2011 (1).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Poor Working environment and condition

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/8/2024

Excerpt Range: Page 6: 197-476

Working as a nurse is a vocation, but we have difficult working conditions and a risky working environment. You may be helping an HIV-positive woman during delivery. Your own life is at risk, and yet the payment is so small, making you unhappy and disturbed.

(Nurse, hospital, FGD)

Title: songstad2011 (1).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Lack of recognition

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/8/2024

Excerpt Range: Page 7: 1666-1993

I think I am not fairly paid, because right now I have 38 years of work experience, but I get the same pay as young employees. I have a very long work experience. Others are recently employed and have no work experience. I have taught them how to work but they have the same or even higher salary than I have. (Nurse, hospital, FGD)

Title: songstad2011 (1).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Lack of recognition                      Poor salary

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/8/2024

Excerpt Range: Page 6: 2648-2974

An employee at the district council gets a very high salary and plenty of allowances. Their work only involves paperwork, simply handling paper. While we, the nurses, caring for the souls of human beings and saving the lives of children, are paid less. This is something the government has not considered well. (Nurse, hospital, FGD)

Title: Pryterch 2013.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Gender norm

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/8/2024

Excerpt Range: Page 14: 124-405

In Burkina Faso, provider sex appeared to play a role in rural staff recruitment and available female providers maybe carrying a particularly high MNH workload. This underlines the importance of gender-sensitive health workforce planning and retention strategies for progress in MNH.

Title: Pryterch 2013.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/8/2024

Excerpt Range: Page 10: 1226-2001

Regarding the rural workforce, the recruitment of female MNH providers emerged as a specific problem in this area of Burkina Faso, as has also been found in other conservative settings [26]. Reasons are likely to include the general challenges women face to do well at school or to forge a career in Burkinabe society [27]. In addition, cultural and security concerns appeared to surround the posting of single women away from home, or expecting a husband to relocate for his wife. The comparatively low numbers of female MNH providers is likely to play a role in the low reported use of some health centres. A review of 41 Demographic and Health Surveys revealed that one quarter of women cited the absence of a female health provider as a reason not to deliver at a facility [28].

Title: Pryterch 2013.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Workloads

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/8/2024

Excerpt Range: Page 11: 3046-4120

Across all the responses, MNH workloads were felt to be especially heavy. In general, this was attributed to the nature of the work and the overall shortage of staff. In Ghana this stood at odds with the perception of urban providers that their counterparts in rural areas were lazy - a finding which could again reflect the lack of status accorded to rural health work. Lack of staff at facility level is known to be discouraging and to rob providers of professional exchange and support [39]. In addition, many observed MNH to be an area of occupational risk, with efforts to counter this appreciated [40]. There were indications from Burkina Faso that other providers were reluctant to become too involved in MNH tasks. Despite their low numbers female providers at primary care level in Burkina Faso may carry a disproportionate burden of MNH work, as has been observed in other settings [41]. This could be addressed by revisiting the division of labour across facility teams, with particular attention paid to gender aspects. There could be a need to further incentivise MNH work.

Title: Hopwood et al 2023.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Lack of support and supervision

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/4/2024

Excerpt Range: Page 5: 98-1102

The participants also highlighted that as a result of not being supervised, they found it difficult to take work seriously. Some of the participants explained: Our caseload in some districts is very high in a way that for us to even manage ourselves is difficult, and more also the caseload and work is plenty for us. This has made us psychologically out of track, because of caseload, no motivation, no encouragement and no one is checking us to know what is happening ... To let a single mental nurse cover a whole district is not easy thing, and no one cares about you, even if you are sick, they don't care ... No one is coming out of the Ministry to check on us. When we hear supervisors are coming, we too will take our work seriously. We take our supervisors to our success cases... (KII Participant 4) Also lack of expanding the current facility beyond Freetown; we only have one mental home in Freetown and the service needs to be extended to the provinces at least at district levels... (KII Participant 10) L

Title: Hopwood et al 2023.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Lack of training Lack of recognition

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/4/2024

Excerpt Range: Page 4: 197-796

Am also appealing that some of us are on the pathway now actually to retirement, so we are encouraging and appealing to the Ministry of Health and Sanitation to continue training more mental health nurses in the country. Because we are about eighteen or nineteen remaining: two died. (KII Participant 7) Nurses in certain districts reported high caseload as a challenge which often affects their work activities. Nurses also believe that they would be taken more seriously if they were greater in number. Furthermore, nurses reported poor motivation. This was often attributed to a lack of recognition

Title: Hopwood et al 2023.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Low priority of the mental health service

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/4/2024

Excerpt Range: Page 6: 1080-1290

Mental health service delivery is often stigmatised. As a result, mental health services are often given low priority compared to other health services. This is often a source of discouragement for these nurses.

Title: Hopwood et al 2023.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Lack of resources

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/4/2024

Excerpt Range: Page 6: 2177-2409

Finally, lack of resources was identified as a key barrier to successful implementation of the nurse-led mental health services. Lack of resources included issues with outdated policies, poor salaries and lack of access to medication.

Title: Hopwood et al 2023.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Lack of policies supporting mental health service

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/4/2024

Excerpt Range: Page 6: 2428-3908

Sierra Leone continues to use the Lunacy Act of 1902 or its mental health legislation. This legal framework is outdated and does not address the current challenges faced in mental healthcare. In 2012, the first ever national Mental Health Policy was launched in Sierra Leone (Bah et al., 2018). At the time of the participant interviews, this policy was being updated. Some of the participants raised concerns regarding creating new policies and strategies as well as ensuring these policies are converted into legislation and enacted. It was also recommended that these policies should incorporate the current needs of mental healthcare in Sierra Leone such as infrastructure and safety. We need a very robust service policy, am sorry because with policy, if this policy are enacted then mental health service will be high up, there will be at par with other services ... but we need a very good policy in terms of emulation, in terms of motivation, in terms of conditions and development, in terms of encourage other staffs from other disciplines to come and work in the hospital. (KII Participant 2) But sometimes it comes to implementation, you know the Ministry or staff would have sat down and come up with very good strategy but yet we need funding to promote or to implement. And if not, then what happens, you know things haven't worked, you know it is just support, you know in implementation because really it is the key or most of the things to be done. (KII Participant 9)P

Title: Hopwood et al 2023.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Poor salary

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/4/2024

Excerpt Range: Page 6: 3922-4916

It was identified that mental health nurses are not well paid and that this additionally contributes to their poor motivation. The 19 nurses completed either the diploma or certificate in mental health nursing in 2013, but many of them have not received any financial increment in their salary to reflect their additional qualifications. One or two are not being paid due to reasons related to problems within the Government and central HR processes. Nurses must often fund their phone credit, printing and petrol themselves. Subsequently, other healthcare professionals are unwilling to join the mental health workforce because of the poor salaries. One of the participants stated: I thank you so much for that important question. If I was in place to promote mental health in this country, I think foremost of all this is a no go area for our other colleagues in the medical profession because they don't want to go there because there is no money and there is no motivation. (KII Participant 7)

Title: Hopwood et al 2023.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Passion as a driven force for intrinsic motivation

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/2/2024

Excerpt Range: Page 9: 409-1054

PassionNurses continue to provide services despite the challenges they experience in providing mental health services. This is as a result of the passion for the job. As such, passion is a driving force and a key facilitator to nurse-led mental health service in Sierra Leone. One participant stated: Just that I have passion for the job and the patients that I am treating; if not I should have given up from this mental health work long since. (FGD Participant 6) I am improving my everyday work first of all, I like what am doing, I am passionate of what am doing, and everyday am expectant that I am going to see my patients. (KII Participant 3)

Title: Hopwood et al 2023.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Power distance and influence

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/2/2024

Excerpt Range: Page 7: 1842-2088

One of the participants explained that power and influence may have an impact on service delivery since approval for certain resources including medications often takes time because it must go through different phases of approval at management level

Title: Hopwood et al 2023.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: continuous professional development opportunities

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/2/2024

Excerpt Range: Page 8: 2075-2191

Mental health nurses can be motivated to improve their skills and participate in continuous professional development

Title: Hopwood et al 2023.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024



Codes Applied: Policies supporting

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/2/2024

Excerpt Range: Page 8: 2219-2305

also be motivated through policies that support the efficient mental healthcare services.

Title: Hopwood et al 2023.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Uncertainty avoidance

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/2/2024

Excerpt Range: Page 7: 3046-3475

I want any utensils, drugs or whatever, the chain of command is for the person responsible to write through the official channel through the psychiatrist in charge and then it goes to the responsible person in the Ministry, the HQ and then from there we can then be supplied, sometimes we are not, sometimes it takes quite some time, sometimes the availability is a problem to the healthcare delivery service. (KII Participant 2)

Title: brenya2016.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Poor Working environment and condition

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/6/2024

Excerpt Range: Page 11: 3335-4039

Although civil servants have compassion, civic duty to society, self-sacrifice, and commitment to public interest, they are not willing to continuously work within the public sector. In other words, though civil servants recognize and have the zeal to serve societal interest, they are reluctant to eternally pursue such interests within the public sector. This problem can be attributed to poor working conditions in various agencies within the public sector. We therefore emphasize that if working conditions are bettered within the public sector, civil servants will surely commit their future to the sector and continually pursue societal interests since their motives are grounded on pursuing public interest.

Title: gould-williams2015 (2).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/6/2024

Excerpt Range: Page 4: 296-679

However, the "contrarian position" is not consistent with PSM theory, which suggests that PSM begins to develop prior to joining the organization and hence might be managed through appropriate recruitment and selection practices. For example, Perry and Wise (1990) highlight the importance of sociohistorical factors, including parental values, education, and religious affiliation.

Title: gould-williams2015 (2).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Knowledge gap

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/7/2024

Excerpt Range: Page 19: 381-530

Assessing the effects of employees' PSM, performance expectations, and perceived abilities on their well-being is a promising area for future research

Title: gould-williams2015 (2).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Knowledge gap

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/7/2024

Excerpt Range: Page 19: 810-1576

As noted earlier, the Egyptian culture is highly collectivistic, with Islamic work values playing a significant role in society. Since many of these values are similar to those of PSM, it is possible that Islamic work values also affected our respondents' behaviors. We await future studies to disentangle the unique contributions of PSM vis-à-vis collectivism, which appears to have synergistic effects in the Egyptian public sector. Also, it is possible for respondents to differ in the extent to which they endorse collectivistic values. This in turn may affect the strength of the relationships in our model (PSM to P-O fit; P-O fit to employee outcomes). Hofstede's (1980) cultural dimensions framework could prove a useful lens through which to view these issues.

Title: gould-williams2015 (2).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/7/2024

Excerpt Range: Page 17: 955-1208

Our research presents several noteworthy findings. First, the positive effects of PSM on employee outcomes are contingent on the degree of congruence between employees' values and those of the organization (Bright 2008; Kim 2012; Wright and Pandey 2008).

Title: gould-williams2015 (2).pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/6/2024

Excerpt Range: Page 4: 2794-3084

PSM theorists argue that employees with high PSM are prepared to sacrifice personal gains to help the community (Perry and Wise 1990). Thus, employees with high PSM should be desirous of serving the community and willing to help individuals within the organization to achieve its objectives.

Title: Sussana Adjei-Mensah 2023.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/4/2024

Excerpt Range: Page 12: 1104-2279

The study concludes that due to government inaction on the conditions of service of health workers such as low remuneration, inadequate opportunities for staff development, poor equipment replacement policies, political interferences in their workplaces, excessively high standards of living and inadequate housing and personal reasons that include the need to improve the educational status, family and friends influence, career advancement and the need to achieve future ambitions, Ghana is losing the majority of her finest health workers to the developed nations each year. To this effect, the migration of health care professionals from developing to developed nations has negative effects on the delivery of health care in Ghana. Since the government is unable to deal with the push and pull economic factors to address the fundamental health workers needs, such as remuneration issues, career development, hospital infrastructure, resource availability, hospital management, political issues, family issues, and training, education, and development and competition from the private sector, many health workers are forced to seek "greener pastures" outside the country.

Title: Sussana Adjei-Mensah 2023.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/4/2024

Excerpt Range: Page 10: 2169-2859

The study found that the highly ranked factors influencing brain drain among health workers in Ghana include low remuneration even relative to countries within the sub-region, the need to better their education to develop their careers, the need to achieve future ambitions, inadequate opportunities for staff development, poor replacement policies for equipment, inadequate accommodation. The least ranked factors included active canvassing of western countries for health professionals, inadequate consumables for work, too high standards of living, family and friends influence, high political interferences, and the inability to acquire basic social amenities e.g. housing, transport etc

Title: Naima Said Sheikh, 2023.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Masculinity versus femininity

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/4/2024

Excerpt Range: Page 9: 339-505

Therefore, the patriarchal culture in Somalia [33] that keeps women subordinate might have negatively affected the female gynaecologists' motivation and job satisfaction

Title: Naima Said Sheikh, 2023.pdf

Doc Creator: djibrine.diallo

Doc Date: 6/2/2024

Codes Applied: Importance of intrinsic motivation "inner motivation"

Excerpt Creator: djibrine.diallo

Excerpt Created On: 6/4/2024

Excerpt Range: Page 9: 614-980

Surprisingly, volunteers have the highest motivation score compared to salaried employees. This implies that the salary is not the greatest motivator for work, but rather that inner motivation influences health workers' motivation. This suggests that constructs concerning inner motivation are of more importance than constructs concerning other aspects of motivation.